

DD/A Registry

File Personnel

DD/A 79-0258/2

6 FEB 1979

MEMORANDUM FOR: NAPA Team

FROM : Don I. Wortman
Deputy Director for Administration

SUBJECT : Utility of the Personnel Development Plan (PDP)

REFERENCE : Memo to DD/A frm NAPA Team, dtd 17 Jan 79,
Same Subj

1. The Personnel Development Plan (PDP) is definitely a useful document providing, at least annually, a stimulus to management in planning the development of personnel to meet future executive staffing needs. The heart of the PDP is the Executive Development Roster (EDR). This roster is a listing of officers (GS-13 through GS-15) who have been judged to have executive potential along with a three-year plan discussing developmental assignments and training for each officer. The EDR format is well done and requires no revision. The second part of the PDP is the Executive List. This is a listing of senior positions (GS-17, 16, SPS and selected 15's) expected to become vacant within the next three fiscal years and proposed/possible candidates to fill the vacancies. The people so identified make up the "Executive List." The fallacy with this part of the PDP is that many Agency executives (GS-18, 17 and 16) are not projected to be reassigned in the next three years and, therefore, are not reflected on the listing. There is nothing wrong with the current format which enables planning for future senior vacancies but it should be called simply "Replacement Planning for Senior Position Vacancies." If an Executive List is desirable it could be an alpha listing of GS-18, 17, and 16 level officers with proposed training and assignment information.

2. Probably the major problem with the current PDP is a conceptual one involving the "fully qualified" or "fully developed" terminology. No one has provided a definition of terms but, to quote the instructions, "Individuals programmed to complete their developmental requirement and be transferred to the executive list....." and "Include on this chart only

those fully qualified individuals listed by name on page 11, Executive List, and those individuals currently on the EDR who are projected to complete their developmental program and be transferred to the Executive List." In reality there is no "Executive List" but simply a projection of executive position vacancies and possible candidates to fill them. Combine this with our view that no one is ever "fully developed" and our less-than-perfect understanding of who is "fully qualified" and we begin to have some problems. This is particularly true of the GS-15 level.

3. One more area of concern with the current PDP revolves around the following paragraph from the Director of Personnel, transmitting the FY-79 PDP:

The total number of fully qualified GS-15 through GS-17 and SPS officers, plus the GS-15's who are expected to move from the Development Roster to the Executive List during the fiscal year concerned, should, at a minimum match the number of executive level positions. It is preferable, however, to have a higher ratio of 1.5 or 2.0 and plans should be implemented to reach a higher ratio.

We believe that the ratio of importance is not the one discussed by the Director of Personnel, but instead, is the ratio of EDR personnel (GS-13 - 15 comers) to the total number of executive positions.

4. In summary our opinion is this -- The PDP is a very worthwhile effort but should be kept simple and to the point. We would format it into four separate sections:

a. The Executive Development Roster - A listing of GS-13 through GS-15 officers with executive potential and a development plan for each.

b. A true Executive List - An alpha listing of GS-18,17, and 16 level officers with current assignments, proposed training and assignment information.

c. A senior position vacancy listing - Proposing vacancies for the next three fiscal years along with possible candidates.

d. Statistical reports as necessary but with modifications as reflected in the attached.

Don I. Wortman

Attachment

Distribution:

- Orig - Adse w/att
- ① - DDA subj w/cy of att
- 1 - DDA chrono
- 1 - DIW chrono
- 1 - CMO/DDA w/cy of att

O/CMO/DDA: pao (1 Feb 79)

25X1

PERSONNEL DEVELOPMENT PROGRAM
PERSONNEL PLANNING
STATUS REPORT - 1 OCTOBER 1978

DELETE

1. Number of executive level positions in Career Service (all GS-17, 16 and SPS positions plus selected GS-15 positions).
2. Number of fully qualified officers in grades GS-17, 16, 15 and SPS.
3. Number of Development Roster officers expected to qualify for Executive List in fiscal year 1979.
4. Are there any positions listed in item 1 above for which there is no individual in item 2 or 3 who can replace the incumbent?

If so, please identify positions. (If more space is needed, please use reverse side of this page.)

5. Are there candidates for these positions on the Roster who will be qualified during FY 80, 81?

Will the above candidates satisfy all position requirements?

If not, what plans are being made to develop or identify qualified replacements - outside the Career Service, recruitment outside the Agency?

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CHART 1 A

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CAREER SERVICE

GS-15 - GS-17 AND SPS POSITIONS EXPECTED TO BECOME VACANT

O.R.
RETAIN

	FY 78	FY 79
GS-17		
GS-16		
GS-15		
SPS		
TOTAL		

	GS-17		GS-15		GS-15		SPS		Total by Fiscal Year	
	No.	%	No.	%	No.	%	No.	%	No.	%
FY 78 Projections	0	0	0	0			0	0		
FY 78 Actual Vacancies	0	0								
FY 79	0	0			0	0	0	0		
FY 80	0	0	0	0	0	0	0	0	0	0
FY 81	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0			0	0	0	0		

COMMENT: PERCENTAGES ARE OF THE TOTAL NUMBER OF POSITIONS OF THE GRADE OR OF TOTAL POSITIONS AS APPROPRIATE.

LISTED BY CAREER SUB-GROUPS

O.K.
RETAIN

[illegible]

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ON DUTY STRENGTH
FY 78 FY 79

15		
14		
13		
AL		

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CAREER SERVICE REPORT

EXECUTIVE DEVELOPMENT
ROSTER

OFFICERS IN GRADES GS-15 - GS-15 IDENTIFIED FOR EXECUTIVE LEVEL DEVELOPMENT*

(POTENTIAL ASSIGNMENT TO GS-15 - GS-17 OR SPS EXECUTIVE LEVEL POSITIONS)

	GS-15		GS-14		GS-13		Total by Fiscal Year		Transfer to Executive List	
	No.	%**	No.	%**	No.	%**	No.	%**	No.	%**
FY 78 Goals										
FY 78 Implementation of Plans*										
FY 79										
FY 80	0	0	0	0	0	0	0	0	0	0
FY 81	0	0	0	0	0	0	0	0		
Total No. of Individuals Iden. FY 79-81										
Plan Transfer to Executive List thru FY 80										

COMMENTS: *INCLUDE IN REPORT THE OFFICERS IDENTIFIED IN FY 78 PROGRAM WHO WERE ACTUALLY ASSIGNED TO EXECUTIVE POSITIONS AND/OR BEGAN THE DEVELOPMENTAL TRAINING/ASSIGNMENTS PLANNED FOR THEM. THE PERCENTAGE IS OF THE TOTAL NUMBER IDENTIFIED FOR THIS PROGRAM IN THE GRADE INDICATED.

**PERCENTAGE OF OFFICERS IDENTIFIED FOR THIS PROGRAM WHO WERE ACTUALLY ASSIGNED TO EXECUTIVE POSITIONS AND/OR BEGAN THE DEVELOPMENTAL TRAINING/ASSIGNMENTS PLANNED FOR THEM. OFFICERS REFLECTED ON THIS CHART ARE LISTED BY NAME ON CHART VIII.

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FY 79 PDP

3

ON DUTY STRENGTH
 FY 78 FY 79
 GS-15
 GS-14
 GS-13
 TOTAL

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CHART II A
 SUPPLEMENT

CAREER SERVICE REPORT
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 BACKGROUND SUPPLEMENT TO CHART II A

DELETE

	GRADE LEVEL	GS-15		GS-14		GS-13		TOTAL	
		No.	%	No.	%	No.	%	No.	%
1	Individuals on Executive Development Roster 1 Oct 77 as Reported in FY 78 PDP								
2	Individuals on Executive Development Roster 1 Oct 78 (FY 79 PDP) Who will be Developed in FY 79								
3	Individuals on Executive Development Roster 1 Oct 78 (FY 79) without Developmental Experience in FY 79	0		0		0		0	
4	COMPOSITION OF CURRENT EXECUTIVE DEVELOPMENTAL ROSTER FY 79 PLANS								
	Promoted from Lower Grade and Remaining on Roster								
5	Carry Over from FY 78 Roster in Same Grade Range								
6	Added to PDP as a Result of New Review and Evaluation								
7	TOTAL (Lines 4, 5 and 6)								
8	ACCOUNTING FOR FY 78 EXECUTIVE DEVELOPMENTAL ROSTER Advanced from Development Roster to Executive List								
9	Remained on Roster but at Higher Grade								
10	Remained on Roster at Same Grade								
11	Dropped from PDP; Stayed with Agency								
12	Retired								
13	Resigned								
14	Other								
15	TOTAL								

COMMENT: FOR LINES 1 AND 2 PERCENTAGE IS OF TOTAL ON DUTY STRENGTH OF GRADE RANGE.
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 LINE 1 TOTAL IS IDENTICAL TO TOTAL LINE 15.
 TOTAL OF LINE 2 AND LINE 3 IS IDENTICAL TO LINE 7.

CHART 116

06A87437(2)FIMA CBP89000

--CAREER SUBGROUPS--

COMMENT: PERCENTAGES ARE OF THE TOTAL GS-13 - GS-15 ON DUTY STRENGTH OF THE CAREER SUB-GROUP.

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CHART III A

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CAREER SERVICE REPORT

EQUAL EMPLOYMENT OPPORTUNITY STATISTICS (REPORT OF FY 78 PROGRAM)

RETAIN -

IDENTIFIED ON EXECUTIVE DEVELOPMENTAL ROSTER - GS-13 - GS-15

		Blacks		Women		Asian Americans		Hispanics	
		No.	%	No.	%	No.	%	No.	%
FY 78 Goals	GS-15	0	0	0	0	0	0	0	0
	GS-14	0	0	0	0	0	0	0	0
	GS-13	0	0	0	0	0	0	0	0
FY 78 Achievements	GS-15	0	0	0	0	0	0	0	0
	GS-14	0	0	0	0	0	0	0	0
	GS-13	0	0	0	0	0	0	0	0

COMMENT: PERCENTAGE WILL BE OF TOTAL NUMBER OF INDIVIDUALS ON THE EXECUTIVE DEVELOPMENTAL ROSTER IN THE GRADE GROUP.
WOMEN SHOULD BE INCLUDED IN MORE THAN ONE COLUMN WHEN APPROPRIATE.

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CAREER SERVICE REPORT
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 EQUAL EMPLOYMENT OPPORTUNITY STATISTICS
 IDENTIFIED ON EXECUTIVE DEVELOPMENTAL ROSTER - GS-13 - GS-15
 FY 79 PROGRAM

CHART 111 B

		Blacks		Women		Asian Americans		Hispanics	
		No.	%	No.	%	No.	%	No.	%
RETAIN ● 79	GS-15	0	0	0	0	0	0	0	0
	GS-14	0	0			0	0	0	0
	GS-13	0	0			0	0	0	0
FY 80	GS-15	0	0	0	0	0	0	0	0
	GS-14	0	0	0	0	0	0	0	0
	GS-13	0	0	0	0	0	0	0	0
● 81	GS-15	0	0	0	0	0	0	0	0
	GS-14	0	0	0	0	0	0	0	0
	GS-13	0	0	0	0	0	0	0	0
Total No. of Indiv. Identified Above		0	0		DELETE	0	0	0	0

COMMENT: PERCENTAGE WILL BE OF TOTAL NUMBER OF INDIVIDUALS ON THE EXECUTIVE DEVELOPMENTAL ROSTER IN THE GRADE GROUP. WOMEN SHOULD BE INCLUDED IN MORE THAN ONE COLUMN WHEN APPROPRIATE.

GS-17	
GS-16	
SPS	
GS-15	
TOTAL	

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CAREER SERVICE REPORT

DELETE

OFFICERS (GS-15 - GS-17 AND SPS) IDENTIFIED AS CANDIDATES FOR VACANT GS-15 - GS-17

AND SPS EXECUTIVE LEVEL POSITIONS, I.E., VACANCIES PROJECTED ON CHART 1A

GRADE	GS-17		GS-16		GS-15		SPS	
	Total of Fully Qualified	No. Ident. for Assignment to Vacancy (Chart 1A)	Total of Fully Qualified	No. Ident. for Assignment to Vacancy (Chart 1A)	Total of Fully Qualified	No. Ident. for Assignment to Vacancy (Chart 1A)	Total of Fully Qualified	No. Ident. for Assignment to Vacancy (Chart 1A)
FY 79	0	0	0	0			0	0
FY 80	0	0	0	0	0	0	0	0
FY 81	0	0	0	0	0	0	0	0
Total No. of Individuals Identified Above	0	0	0	0			0	0

*One GS-14

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FY 79 PDP

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CAREER SERVICE REPORT
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 SOURCES OF PROPOSED OFFICERS ON EXECUTIVE LIST AS CANDIDATES FOR GS-15 - GS-17
 AND SPS EXECUTIVE LEVEL VACANCIES

DELETE

		From within the Career Sub-Group		From within the Career Service		From another Career Service		External		From Developmental Roster***		Total Candi- dates	Total Posi- tions ****
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
FY 78 Projections	1		100	0	0	0	0	0	0		100		100
FY 78 Actual Sources	2		100	0	0	0	0	0	0		100		100
FY 79*	3		100	0	0	0	0	0	0		100		100
FY 80*	4		0	0	0	0	0	0	0		0		0
FY 81*	5		0	0	0	0	0	0	0		0		0
Total of Individuals Involved**	6		100	0	0	0	0	0	0		100		100

COMMENTS: PERCENTAGE IS PERCENT OF TOTAL NUMBER OF CANDIDATES.

*IN LINES 3, 4 AND 5 AN INDIVIDUAL MAY COUNT AS A CANDIDATE IN SUCCESSIVE YEARS, I.E., IN EACH FY 79, 80 AND 81.

**IN LINE 6 COUNT EACH CANDIDATE ONLY ONCE.

***OFFICERS FROM DEVELOPMENTAL ROSTER MOVING TO EXECUTIVE LIST IN THE FIRST THREE COLUMNS.

****POSITIONS LISTED ON CHART 1A.

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EXECUTIVE DEVELOPMENT
ROSTER

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CAREER SERVICE REPORT

DELETE

TRAINING - PDP CANDIDATES

	External	Internal	Rotation Assignment		Totals	Number on Development Roster
			Intra Career Service	Inter Career Service		
FY 78 Goals						
FY 78 Actual No. Trained or Assigned						
FY 79						
FY 80						
FY 81						
Total						

COMMENT: THIS FORM WILL BE ACCOMPANIED BY AN ITEMIZED LISTING OF TRAINING COURSES PLANNED AND THE NUMBER OF OFFICERS TO BE ENROLLED BY FISCAL YEAR.

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FY 79 PDP

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